

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 2, 2019/2020

### **BPM3014 – Project Management**

(All sections / Groups)

7 MARCH 2020

2:30 P.M. – 4:30 P.M.

(2 Hours)

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#### INSTRUCTIONS TO STUDENTS

1. This question paper consists of **THREE (3)** pages with **FIVE (5)** questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

**ANSWER ALL QUESTIONS****QUESTION 1**

- a) Explain when the predictive project life cycle will be applied. Give an example.  
(8 marks)
- b) The management of New York Biscuits Sdn. Bhd. is considering to purchase a new machine to increase its production speed. The machine will cost RM6,000 and will increase annual cash inflow by RM2,200. The useful life of the machine is 7 years. After 7 years it will have no salvage value. The management wants a 20% return on all investments.
- i. Calculate the net present value (NPV).  
(10 marks)
- ii. What decision should the management make?  
(2 marks)
- (Total: 20 marks)

**QUESTION 2**

- a) Can risk have positive outcomes? Explain.  
(4 marks)
- b) Explain with the aid of a diagram how project meeting can be improved using the PDCA model.  
(8 marks)
- c) Explain why Work Breakdown Structure (WBS) is used in project management.  
(8 marks)
- (Total: 20 marks)

**QUESTION 3**

- a) Give any **TWO (2)** common factors that limit project completion.  
(6 marks)
- b) Suggest **TWO (2)** techniques for schedule compression.  
(6 marks)
- c) The characteristics of high-performing project teams start with the personal values of individual team members. Give **FOUR (4)** communication methods that can improve the personal values.  
(8 marks)
- (Total: 20 marks)

**Continued.....**

**QUESTION 4**

- a) Choose a project which you are familiar with and analyse the project with reserve analysis.

(8 marks)

- b) List and describe any **TWO (2)** common quantitative risk analysis techniques.

(6 marks)

- c) ABC Sdn. Bhd. is working on a project. The project's budget is RM20,000. The planned value is RM8,000. The project has an earned value of RM7,000 and a recorded actual cost of RM9,000. Calculate the schedule variance of the project and explain your answer.

(6 marks)

(Total: 20 marks)

**QUESTION 5**

- a) Describe the process of achieving stakeholder satisfaction.

(10 marks)

- b) Jonathan owns an IT company. He plans to develop a mobile application for his own company but a concern is that he has many projects are currently ongoing and some are about to end. As a project manager, assist Jonathan to make a decision on making or outsourcing the mobile application development project.

(6 marks)

- c) Give **ONE (1)** example of a project that might be terminated early for convenience.

(4 marks)

(Total: 20 mark)

Continued.....

Appendix:

$$NPV = \frac{R_1}{(1+i)^1} + \frac{R_2}{(1+i)^2} + \frac{R_3}{(1+i)^3} + \dots - \text{Initial Investment}$$

$$PV = FV \times \frac{1}{(1+i)^n}$$

Schedule Variance = Earned value – Planned Value

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